

DID YOU KNOW...

...that there is a DDM&S channel through which you can raise issues of concern to you with top management? The Management & Services Advisory Group, consisting of representatives from each of the Offices of the DDM&S, meets regularly in informal sessions with Mr. Brownman to discuss problems in the policy, programs and actions of the Directorate. The MSAG would like your suggestions for topics to discuss with the DDM&S. Following is a list of people to contact in each component:

<u>Office</u>	<u>Name</u>	<u>STATINTL</u>	<u>Room</u>	<u>Extension</u>
Training			426 C of C	2381
Medical Services			706 C of C	3247
"MG" Career Service			5B2828 Hqs.	4158
Communications			2D0109 Hqs.	6731
Finance			615 Key	2967
Joint Computer			1D1601 Hqs.	4465
Support			1104 Ames	3173
Logistics			1N701	2011
Personnel			4E27 Hqs.	5365
Security				STATINTL

TAB

28 May

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : Redundancy and/or Excessive Distribution of Computer Printouts

1. The Management and Services Advisory Group recommends that users of computer printouts verify their need for computer runs to insure their requirements on OJCS are still valid.
2. Due to the increasing cost and shortage of paper used in computer printouts, an area for savings is the elimination of unnecessary printouts and a reduction in copies of each printout. The problem of redundancy results from changing requirements which may never be reported to OJCS. Since some offices do not have a formal review mechanism to determine the currentness of their requirements, OJCS may not be informed of the redundancy of a report.
3. To get users to think about their responsibilities in this area, we suggest:
 - a. The DDM&S should publicize the importance of eliminating waste in this area.
 - b. OJCS should be tasked with producing a semiannual listing of computer printouts for review by the user offices.

The Management and Services
Advisory Group

28 March 1974

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : Agency Classified Bulletin Board

1. In response to employees' comments regarding "lack of communication in the Directorate," the MSAG suggests greater use of the classified bulletin board to disseminate information to Agency personnel and remind people of information that has not been publicized recently. There is often an appreciable time lag between the adoption of a policy and its dissemination. A one-line summary in informal language of a new regulation or a new program would reach people who might otherwise not read a more formal document. We also believe that periodic reminders on subjects such as overseas travel, incentive programs, the presence of non-staff personnel in the North Cafeteria, the availability of physical examinations through OMS, etc. would be useful to many employees.

2. Information in these categories could be effectively publicized by establishing a "Did You Know" section on the classified bulletin board. These items could be presented in brief statements, followed by reference to where full details are available. Three or four such items could be presented on one notice. New items would be added to the top of the list each week, moving older items down, eventually to be deleted.

3. Information which does not lend itself to brief captions could be explained in more detail. The attached notice regarding the establishment of MSAG is an example. We would like to use the bulletin board as a vehicle to publicize our own existence and stimulate greater communication between ourselves and employees in the Directorate. We would like to invite other Agency MAG groups to participate as well.

The Management and Services
Advisory Group

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28 March 1974

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : Publicizing of Promotions and QSI's

1. The MSAG has been asked "Why promotions and QSI's are whispering campaigns in most of the Agency?" We are aware that several of the DD/M&S offices publish promotion lists and believe this policy should be consistent throughout the Directorate. People are motivated by seeing their name in print and being complimented by their fellow workers for their accomplishments. Publication of promotion lists will also eliminate the embarrassment caused some employees by the "rumor mill" when congratulations are extended to an employee who has not been promoted. Some employees may not wish to have their promotions publicized, but since anyone's grade can be established through several channels in the Agency, this does not seem to be a valid complaint.
2. Based on the above, MSAG suggests that consideration be given to publishing promotion and QSI lists within the DDM&S, which we feel is in keeping with the Agency's general desire to recognize employee's achievements.

The Management and Services
Advisory Group

28 March 1974

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : Used Book Sale

The Management and Services Advisory Group recommends that the possibility of establishing a "Book Bazaar" as part of the Employee Activities Association service be explored. This book bazaar could serve at least two purposes as outlined in the following paragraphs.

1. The central funding of the Agency's Off-Campus Program by OTR has made it much easier for employees to participate in the University of Virginia program. Since the cost of new text books is in some instances relatively high, interest has been expressed by several employees in buying used text books for their courses. Books could be accepted by the EAA on consignment several weeks prior to each semester's registration period and sold for lower than the costs of new books. Books not sold by the week following the beginning of classes would be returned to the owners.

2. The second purpose of such a bazaar would be assist people going overseas in divesting themselves of excess books which they no longer need but which might be of use and interest to others.

The Management and Services
Advisory Group

13 March 1974

On 2 July 1973 the DDM&S established a Management and Services Advisory Group, composed of young officers from each of the Offices in the Directorate and the MG Career Service, to identify and study problems in the Directorate and discuss them informally with top management. As he described it in his "State of the Directorate" address on 15 March:

"The group has no formal production responsibility, nor is it intended to replace existing formal command channels. But it does give me a chance to hear informally what is on people's minds. I meet with the group at least once a month, or more often if they have something they want to say to me, and we talk candidly. I don't look to the MSAG to provide answers, but to raise questions. I have put all of the resources of the Directorate at their disposal and directed my Office Heads to give them whatever help they need. And so far, I think, the results have been good.... I want you to know that I have taken the efforts of this group seriously; and I would like to suggest that you use it as a means to sustain -- even if only indirectly -- a dialog between you and the DDM&S. The MSAG would like to hear from you; and so would I."

The purpose of this notice is to give you the opportunity to take Mr. Brownman up on his offer to consider issues you would like to raise with him. If you have a topic that you feel should be discussed, or an issue besides a personal grievance that you feel should be resolved, put it down in the space provided below and mail it to Executive Officer/MSAG, Room 7D26, or contact the MSAG representative in your Office. Currently, the MSAG consists of the following people:

<u>Office</u>	<u>Name</u>	<u>25X1A</u>	<u>Room</u>	<u>Extension</u>
Training			426 C of C	2381
Medical Services			706 C of C	3247
"MG" Career Service			5B2828 Hqs.	4158
Communications			2D0109 Hqs.	6731

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<u>Office</u>	<u>Name</u>	<u>25X1A</u>	<u>Room</u>	<u>Extension</u>
Finance			615 Key	2967
Joint Computer Support			1D1601 Hqs.	4465
Logistics			1104 Ames	3173
Personnel			1N701	2011
Security			4E27 Hqs.	25X1A 5365

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ADMINISTRATIVE INTERNAL USE ONLY

MEMORANDUM FOR: Executive Officer to the Deputy Director
for Management and Services

SUBJECT : Redundancy and/or Excessive Distribution of
Computer Printouts

unnecessary need for
1. The Management and Services Advisory Group recommends
that users of computer printouts ~~never~~ verify their computer runs
periodically to insure their requirements ~~are still valid~~ are still valid,
their shortage and

2. Due to the ~~increasing cost~~ of paper used in computer
printouts, an area for ~~cost~~ savings is the elimination of unnecessary
~~computer~~ printouts and a reduction in ~~unnecessary~~ copies
of each printout. The problem of redundancy in ~~computer printouts~~
results from changing requirements by ~~the~~ users both in kind and
~~number of printouts~~ which ~~are~~ never reported to OJCS. Since ~~few~~ *some*
offices have a formal review mechanism to determine the currentness
of their requirements, OJCS ~~may~~ *not* be informed of the redundancy
of a report. The lack of a review mechanism and the failure to
inform OJCS when reports should be terminated leads to printouts
which are no longer necessary.

3. To get users to think about their responsibilities in this
area, we suggest:

~~4. The DDM&S should publicize the importance of eliminating
waste in this area. An employee bulletin might be
helpful which pointed out the cost of a typical computer
printout and asking the employees help in reducing waste
in this area.~~

See below
~~5. OJCS should be tasked with producing a semiannual listing
of computer printouts for review by the user offices.
The list might have a space where the user officer could
restate the purpose for the run and indicate to whom the
various copies are sent. On return of the list to OJCS,
appropriate deletions could be made in the number of runs.
OJCS would need to coordinate this listing with the
Information Systems Analysis Staff of the DDM&S.~~

ADMINISTRATIVE INTERNAL USE ONLY

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SUBJECT: Redundancy and/or Excessive Distribution of Computer Printouts

4. While the two steps would not solve the problem completely there would be publicity that a problem exists and the user offices would be forced to set up a procedure to review currentness of requirements for computer runs. In particular the identification of a procedure to review redundancies and excessive distribution of printouts should be a significant step in solving the problem.

The Management and Services
Advisory Group

ADMINISTRATIVE INTERNAL USE ONLY

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : Publicizing of Promotions and QSI's

1. The MSAG has been asked "Why promotions and QSI's are whispering campaigns in most of the Agency?" We are aware that several of the DD/M&S offices publish promotion lists and believe that this is a good idea, ~~because~~ people are motivated by seeing their name in print and being complimented by their fellow workers for their accomplishments. It is a form of recognition which employees enjoy. Publication of promotion lists will ^{also} eliminate the embarrassment caused some employees by the "rumor mill" when congratulations are extended to an employee who has not been promoted. Some employees may not wish to have their promotion publicized but anyone's grade can be established through several channels in the Agency so ~~therefore~~ this is not a valid complaint.
2. Based on the above, MSAG suggests the ^{it can be given} DD/M&S offices be requested to publish ^{only} promotion and QSI lists ^{with the DD/M&S} with any significant accomplishments which resulted in the QSI. This is in ^{helping with the Agency's desire} conjunction with developing increased recognition of our employees' achievements whether ^{through} promotion, QSI, Certificate of Merit or one of our various medals.

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D R A F T

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT: Used Book Store

1. The Management and Services Advisory Group recommends that the possibility of establishing a "Book Bazaar" as part of the Agency's Employee Activities Association service be explored with the Office of Personnel. This book store could serve at least two purposes as outlined in the following paragraphs.

1. The central funding of the Agency's off-campus education program by OTR has made it much easier for employees to participate in the University of Virginia program. ~~In fact~~ The cost of new text books, in some instances relatively high, ~~and~~ interest has been expressed by several employees in buying used text books ~~now~~ for their courses. Books could be accepted by the EAA on consignment several weeks prior to each semester's registration period /sold~~for~~ at costs much lower than the costs of new books. ~~probably~~ leaving a bit of the financial burden of continuing education for both seller and buyer. Books not sold by the week following the beginning of classes would be returned to the owners.

2. The second purpose of such a bazaar would be assisting people going overseas in divesting themselves of excess ~~text~~ reference or other books which they ~~now~~ no longer need but ~~which~~ which might be of use and interest to others.

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MEMORANDUM FOR: Executive Officer to the Deputy Director
for Management and Services

SUBJECT : Agency Classified Bulletin Board

1. The MSAG suggests the use of the classified bulletin board to ~~promptly~~ disseminate new information to Agency employees and to remind personnel of information that they may have forgotten or that has not been publicized recently. There is often an appreciable time lag between the adoption of a new policy and its distribution, and we believe periodic reminders pertaining to overseas travel, financial benefits of language training, non-staff personnel use of the North cafeteria, etc., would be useful to many employees.

2. We believe information in both of these categories can be publicized by posting a "Did you know" or "How about this" notice on the classified bulletin board. Many of these items could be presented in one-line statements, followed by instructions on where full details are available. Three to seven such items could be presented on one notice. A new item would be added to the top of the list each week, moving older items down, and eventually each item would be deleted after reaching the bottom of the list. This should allow enough exposure of the information and still allow new items to be entered frequently.

3. Other information which does not lend itself to captions could be explained in more detail. The attached notice regarding the establishment of MSAG is an example. This item could be listed by itself or as one of several items on the "Did you know" notice.

4. As this proposal is predominately personnel oriented, we recommend that its overall management be delegated to the Office of Personnel. Other Offices within the DDM&S, and perhaps other Directorates, should be asked to contribute items of information which they would like to have publicized in this manner.

Institute joint committee for MSA

The Management and Services
Advisory Group

Attachment:
As stated

Distribution:
Original & 1 - Addressee

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March 4, 1974

Memorandum for: Executive Officer to the Deputy Director for Management and Services

Subject: State of the Directorate Meeting

1. The members of the MSAG are enthusiastic about the planned State of the Directorate meeting and believe that other DDM&S employees will be also. In addition to those topics already mentioned in your memo (i.e., accomplishments, changes, and reorganizations), we would like to suggest the following:

- a. A discussion of the recent personnel cuts, plans for programs to be dropped, and a frank appraisal of the philosophy used in the selection of areas slated for reduction.
- b. A review of the results of the EEO program, as well as a reminder as to who the EEO Officers are in each component.
- c. A brief description of the MSAG and its role.
- d. Mr. Brownman's perception of MBO and how the DDM&S should implement it.
- e. A discussion of the Annual Personnel Plan and the Personnel Development Plan, especially their significance for the individual employee.

2. Since the session will be attended by a representative group of DDM&S employees and will not be repeated for others who are interested, we urge that the talk be videotaped and made available as widely as possible shortly thereafter.

The Management and Services
Advisory Group

Suggested topics discussed

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The Management and Services
Advisory Group

TAB

MANAGEMENT AND SERVICES
ADVISORY GROUP
AGENDA

Meeting on 4 February 1974, Room 2E23 Hdqts. 1500 hours

A. Old Business

1. Report on panel discussion at Trends and Highlights - Rick and Patsy.
2. Courier service problem - Jerry. *Table - Jerry out*
3. Honor and Merit Awards - Patsy. *- re do - add - change scope to cover recognition.*

B. New Business

1. State of Directorate Meeting. *15 Mar - 1 hr - in complement to EEO reg. [in own service & what does]*
2. EAA book exchange. *- do briefly - ~~Discuss~~ Rick & Jerry*
3. Topic suggestions from Trends and Highlights.

- GED Cycles → Jerry, etc

- EEO reg. [in own service & what does]

Vin - attitude survey - relevance to Cerial, July

*Give response to
Patsy on items for SOD
for May*

EEO

The Management and Services Advisory Group recommends that

more effective use be made of the Honor and Merit Awards Program, and that consideration be given to adding other forms of recognition to overall program. The purpose of the Honor and Merit Awards program seems to be twofold: recognition of unusual employee contributions and an incentive to others to try to merit the same recognition. Unfortunately, many components do not nominate candidates, except at retirement (e.g., OJCS, Security, Finance). Due to security precautions, most awards are not well-publicized, so the recognition factor is lost.

There may be several reasons why greater use is not made of the Honor and Merit Awards program. In some components employees simply don't have the opportunity to do heroic deeds (to merit the DIC or IS). Some jobs are not, in themselves, of sufficiently high value to the mission of the Agency (as required for the DIM, IMM, or CD). Even for those awards, such as the CM, which could be given more widely, there is no tradition in some components for nominating employees for the awards. Other factors may be that the requirements for the awards are not specific enough or that the awards are not adequately publicized to encourage supervisors to make use of the program.

**

+
regular
distinction
superior
performance

superior!
for above
the ave;
3 be quality,
work
already;
excellence*

Promotions and QSI's are often the only incentives considered by supervisors. Studies in motivation, however,

indicate that promotion is not a strong motivator; it is a symbol. The

type of employee who is motivated solely by a tangible

monetary reward for effort is not achievement-oriented, and his value and productivity will be limited. [Real motivational factors vary with the age, position, and expectations of the employee. In general, young people are motivated by the expectation of promotion, with the promise of increased responsibility and advancement. Employees in the middle years of their careers are more receptive to status symbols and public recognition of achievement, as promotions become fewer and the high-water mark of position is reached. Older workers can be motivated by gestures of appreciation and gratitude for a job well-done.]

right

If an incentive program is to be most productive of results for the Agency in terms of achievement, productivity, morale, etc., then the motivational potential in the Honor and Merit Awards program should be increased. Some possible steps to be taken are:

- (1) Publicize the awards and their recipients to the fullest extent consonant with security.
- (2) Clarify the qualifications for each award so that more supervisors in all components will be encouraged to nominate eligible employees for the awards.
- (3) Consider other types of awards that could be granted at minimum cost to the Agency, but provide maximum recognition by the employee's associates, with less paperwork required.

OK

OK

plus

and appreciated. These awards would feature recognition, not money. The bureaucratic requirements could be kept to an absolute minimum, as little expenditure of money or resources would be involved.